

# **Turning Training into Action:**

What I'm doing with what I learned at Harvard

Jonathan Witter



### **Agenda**

- Learning Modules
- Learning Methodology
- Leadership in Crises
- Strategy
- Negotiation
- My Assessment of the Course



### **Senior Managers in Government Learning**

**Managing For Results** 



**Leadership and Crises** 



**Strategy** 

**Implementing Strategy** 

**Organizational Design** 

**Policy Development** 

**Communicating Your Message** 

**Political Management** 

**Ethics in Government** 

**Economic Policy** 



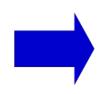
**Negotiations** 

Transactional Leadership/Transformational Leadership



## Harvard: The Training Methodology





Discuss
Cases With
Team in the Morning



Analyze
Cases
In Class &
Extract
Principles

**Foundation: Case Method** 



### **Leadership and Crisis**

#### Key Rules for Leaders, Characteristics of Organizations Professor Dutch Leonard

#### **Key Rules for Leaders**

- Maintain Situational Awaren
- Activate Devices to Broaden Situational Awareness
- 3. Willingness to Make Decisions
- 4. Willingness to Act
- 5. Exercise Clear Communication
- 6. Alertness to Disconfirming Evidence



#### **Characteristics of Organizations**

Premise: Adaptive organizations have the best chance of surviving & thriving





2. Creatively Generate Options



- 3. Predict Outcomes
- Choose (Using decision tools)
- 5. Execute and Let Go of Status Quo

**Case: Shackleton** 



### **Leadership and Crisis**

# **Avoiding Cognitive Biases Professor Dutch Leonard**

#### **Avoid These Cognitive Biases in High Stress Situations**

- 1. Overweighting your own experience
- 2. Illusion of own experience
- 3. Not observing disconfirming evidence
- 4. Escalating commitment to existing strategy
- 5. Migration of objectives
- 6. Homogeneous thinking arising from a nondiverse team





Case: Shackleton



### **Leadership and Crisis**

# Communication During Crisis Professors Dutch Leonard and Hannah Riley Bowles

#### **Communication During Crises**

1. Say What You Know AND the Basis for Your Knowledge



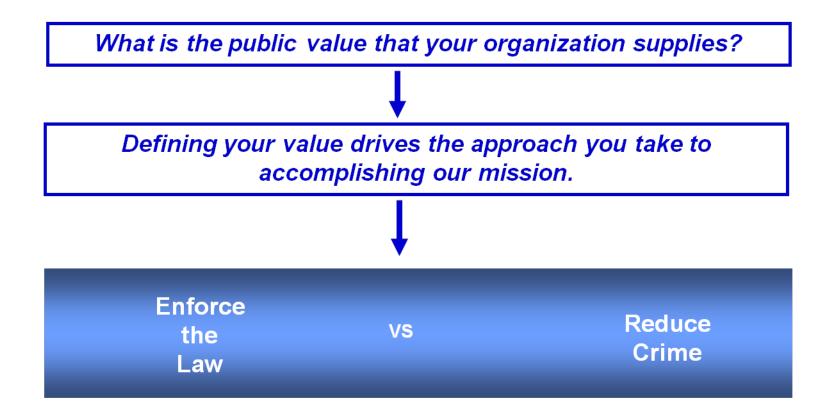
- 2. Say What You are Doing
- 3. Say What Others Should Do
- 4. Prepare Canned Communication Scripts for Various Emergencies



Cases: (1) Three Mile Island (2) Mayor Giuliani

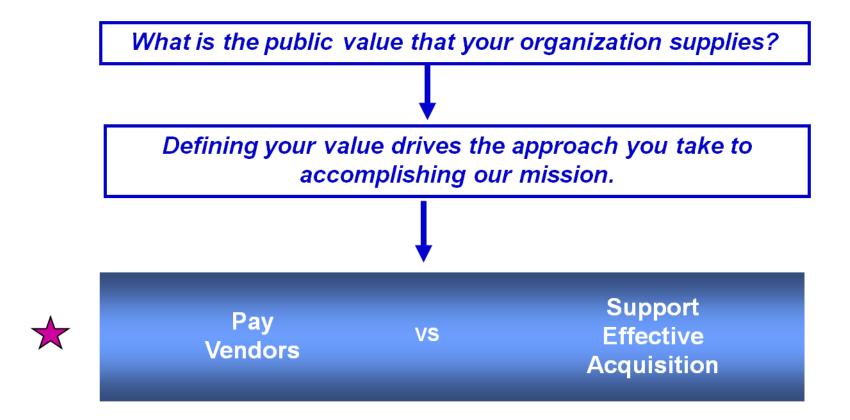






Source: Harvard Lectures of Roger Porter and Mark H. Moore





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What is the public value we are authorized and expected to produce?

What are you uniquely suited to do?

What do your authorizers, including your customers, need?

What might the customers advocate with your authorizers to have you start or stop doing based on the way you use your capabilities to produce public value?



(Congress, OSD, Law, Policy, Customers, Vendors, Employees)



#### **Public Value**

(Eg. National Defense, Compensated Vendors and Workforce)





#### Capability

(People, Processes, Technology Facilities, etc.)

Changes in capabilities can lead to discussions about who should be authorized to supply a specific public value.

The authorizing environment, if effectively leveraged, can be a multiplier to your capability.

Public value must be both real and perceived to have value which the authorizers believe is worthwhile.

Source: Harvard Lectures of Roger Porter and Mark H. Moore

#### Be alert to a single constituency having multiple perspectives



Citizen may not want regulation e.g. license



Taxpayer
wants low
costs and
lower taxes



Client
wants fast
DMV service
which drives up
costs

To build and execute an effective strategy, an organization must understand and leverage the multidimensional perspectives of those stakeholders in the triangle.



#### Be alert to a single constituency having multiple perspectives









Customer

Bill Payer

Processors
-Contracting
Officers
-Recipients

To build and execute an effective strategy, an organization must understand and leverage the multidimensional perspectives of those stakeholders in the triangle.

# Planning and Executing





## Defining the Futoe

#### **Today**

#### Planning (Start With the Future and Work Back)

**Future** 

How do we improve the value of the supply? We value" 'public What public value does our operation supply?

Where does DoD want to be?

Where does my customer want to be?

What are the strategic committees identifying as objectives and gaps that need to be closed?

What improvements do we want to make to our core products?

What latent value exists within DFAS resources that can be used to improve support to our customers?

What improvements do we want to make in the way we manage our business?







### Negotiation (Professor Guhan Subramanian)

#### Foundational Information Needed to Negotiate

Know your Best Alternative to Not Negotiating (BATNA)



- 2. Know your opponents BATNA
- 3. Know your Reservation Value (the point at which you would be indifferent)
- 4. Know the Zone of Possible Agreement



### Negotiation (Professors Guhan Subramanian / Hannah

### Tactics for Traditional Negotiation

- 1. Anchor appropriately
- Make sure process is perceived to be fair
- Manage your patterns of concession
- If negotiations break down, focus on agreeing on process

#### **TOOLS**

- 1. Manage Environment
- 2. Options List
- 3. Map of Core Players
- 4. Decision Maps
- 5. Framework (Party, Position, Interests, BATNA, Timeline)

#### **Joint Problem**

#### **Solving**

- Manage physical space
- 2. Frame as a joint problem
- Identify ZOPA through active listening
- 4. Identify coalitions (positional vice interest based)
- 5. Create value as part of the process
- Propose package (negotiate multiple items simultaneously)
- Know when to "shuttle" and when to "summit"
- Before signing, look for post settlement, settlements



### **My Assessment of the Course**

- Learning Methodology
   Anchored Theory to a Real Story
   Improving Recall and Application
- Content
- Composition of Class
- Instructors
- Activities
- Housing



Excellent

Relevant

Excellent

Mostly Excellent

Excellent

Fine



